

Warfare Analysis and Research Department



**Center for Naval Warfare Studies
Naval War College**

U.S.

Warfare Analysis & Research Department

Helping Explore the Future

MISSION

**To provide timely,
objective research and
analysis to senior Navy,
Joint, and other USG
decision makers on
major strategic,
operational and
programmatic issues.**



Warfare Analysis and Research Department

Capabilities And Methodology

Key

capabilities:

- Help to conceptualize complex issues;
- Help to prioritize competing considerations;
- Enable clients to visualize alternative scenarios;
- Integrate strategic, operational and technical perspectives;
- Conduct focused multidisciplinary analysis;

Principal methodology: work with academia, and the private sector.

experts from diverse communities using expert facilitation and collaborative software.



Warfare Analysis and Research Department

Major Research Projects Completed

- **OFT Future Fleet Architecture Study**
- **40 Knot EMW (CFFC/NWDC)**
- **LCS Capabilities (N76/NWDC)**
- **Task Force Sierra/Sea Swap (VCNO)**
- **NewRule.Sets (with Cantor Fitzgerald/OFT)**
- **South Asia Proliferation (CNWS)**
- **Korea Futures (CINCPAC)**
- **Targeted Financial Sanctions (with Watson Institute of Brown University)**
- **Latin America Futures (NIC/NAVSOUTH)**

Warfare Analysis and Research Department

Major Research Projects Underway

- Sea Basing (CNO/Halsey Group)
- Naval Strategy (N3/N5)
- OFT Future Strategic Environment
- SSGN (CNS)
- Cooperative Engagement (C5F)
- Fleet Force Requirements (C5F)
- SSC San Diego Strategic

Warfare Analysis and Research

Department Principal



Success in Decision Events

Collaborative research success depends on:



- **Quality and diversity of the participants invited**
- **Skillfulness of the facilitator**
- **Capability of the supporting technology**

The Naval War College Decision Support Center (DSC)

A sophisticated research tool

Decision Event





COMMERZBANK



Caithness Energy



DYNAMIC STRATEGIES ASIA, LC



Alternative Finance

LEHMAN BROTHERS

PA Consulting Group

Bino-America Development Corporation



Waterpeople, Inc **MORGANSTANLEY**



National Security Council

USAID
The US Agency for International Development



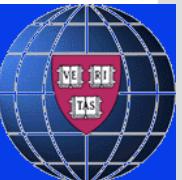
MINISTRY OF EXTERNAL AFFAIRS
Government of INDIA



Under Secretary of the Navy
The Honorable Jerry MacArthur Hultin



Weatherhead Center
for International Affairs



CNA

Center for
Strategic
Studies



CERA
Cambridge Energy Research Associates

COUNCIL ON FOREIGN RELATIONS



COLUMBIA UNIVERSITY
IN THE CITY OF NEW YORK

Vanderbilt University
NASHVILLE, TENNESSEE



THE UNIVERSITY
OF MISSISSIPPI

INSTITUTE FOR
INTERNATIONAL
ECONOMICS

The Challenges of Face-to-Face Meetings

- **Groups get sidetracked**
- **Dominant personalities rule**
- **Ideas are attacked**
- **Fear of reprisal**
- **Important ideas not brought forward**
- **Objectives not reached**
- **Meeting minutes are subjective**
- **Not all information is recorded**



Why Use Collaborative Software?

Technology takes advantage of the collective brainpower of the group AND maximizes the use of its time.

All participants are peers in groupware sessions



The Benefits of Collaborative Software

- **Facilitates collaboration**
 - Participants with different insights can give their input and come to consensus on priorities
- **Anonymous**
 - No way to track who says what
- **Shared, simultaneous input**
 - Larger generation of ideas in less time
- **Public display of ideas**
 - Gives participants opportunity to build on each other's inputs
- **Captures data for later analysis**
 - Ideas and comments are always tied together
- **Multiple tools to use for different processes**
 - Focuses participants in each step



Collaborative Software Tools

Tool Name

Ideas

Organizer

Discussion

Rate

Rank

Score

Closure

Tool Function

Brainstorm ideas within categories and add comments for discussion

Add and sort ideas and categories

Establish a structured, threaded discussion about a single topic or idea

Rate ideas on a chosen scale

Rank order ideas from the most preferred to least preferred

Score the alternatives vs weighted criteria

Summarize and report the session proceedings

Other Integrated DSC Tools

- Classified and unclassified VTC
- Electronic briefing (classified and unclassified)/DVD
- Live video and television feed
- SIPRNET connection in control room



- Ability to project seven separate presentations simultaneously
- Booths for simultaneous interpretation of two different languages

What is the Cost?

- **No facilitation or equipment costs if Naval War College DSC is used**
 - **Host is responsible for all support arrangements such as ITO, security clearances, food, etc., as well as participant travel/per diem**
 - **WAR Dept can assist with admin set-up**
- **Events off-site**
 - **Two separate 24 user systems**
 - **Pay for shipping costs to and from site to Newport**
 - **Pay ITO for three WAR Dept personnel**
 - « **Facilitator, co-facilitator, technographer**
 - « **Extra day before and after for set-up and take-down**

Designing a Decision Event

Determine objectives

- Identify event participants
- Structure questions

Determine methods

- using expert input
- Identify strategies or scenarios
- Determine tools to be used

Exploratory Events

- or scenario developed
- Validate and refine research or scenario with new group
- Identify key decision issues

Decision Event

- Facilitate event for decision makers
- Conduct analysis of results
- Develop action list, strategy or policy

Facilitation Tools for Collaborative Research

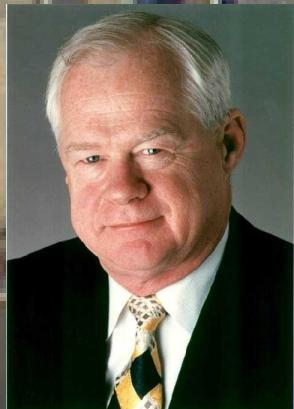
- Scenario-based Analysis
- Scenario Dynamics Grid
- Alternative Futures Matrix
- Consolidation Exercises
- Prioritization Exercises
- Forced Analogy
- Problem Reversal
- “Elevator” Drill
- Influence Nets

just a few examples

Alternative Ways to Explore the Future

Scenario-based Analysis

Economic Security Decision Event



Adm. William J. Flanagan, USN (ret.)
Senior Managing Director



Mr. Howard Luthick
CEO



Dr. Philip Ginsberg
Exec Vice President



NewRuleSets.Project
Asian Energy Futures
Foreign Direct Investment
Environment & Demographics
Food & Water
Critical Assets of New Economy

Alternative Ways to Explore the Future

Scenario Dynamics Grid

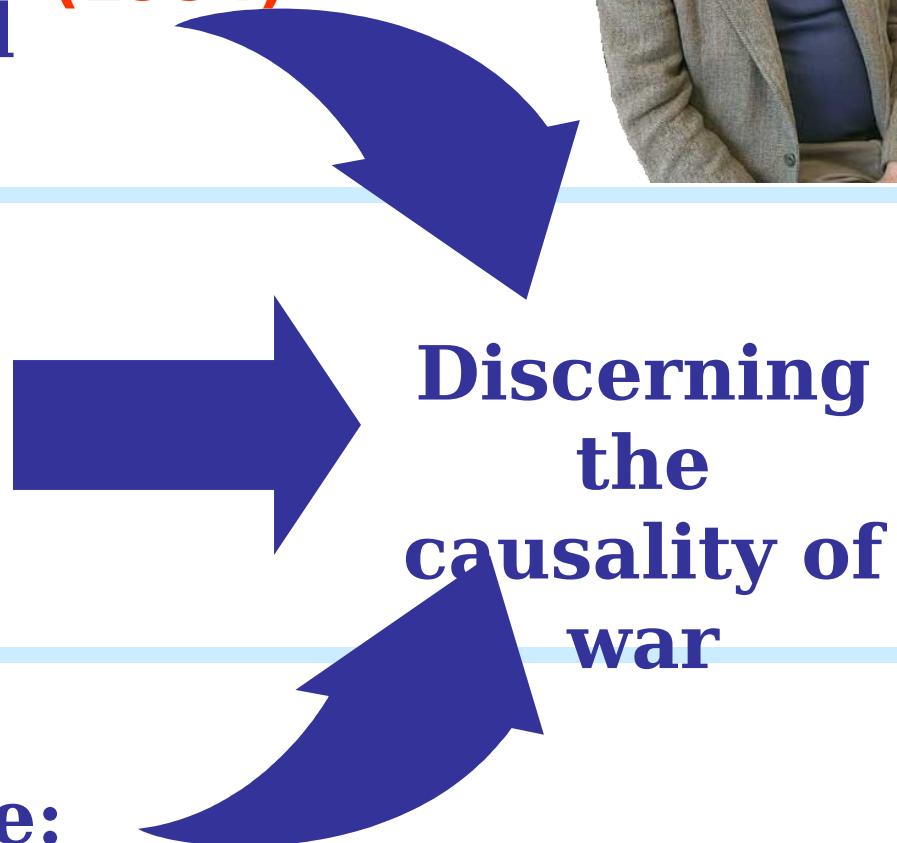
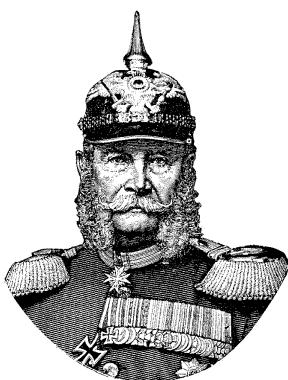
Kenneth Waltz: Man, the State and War (1954)



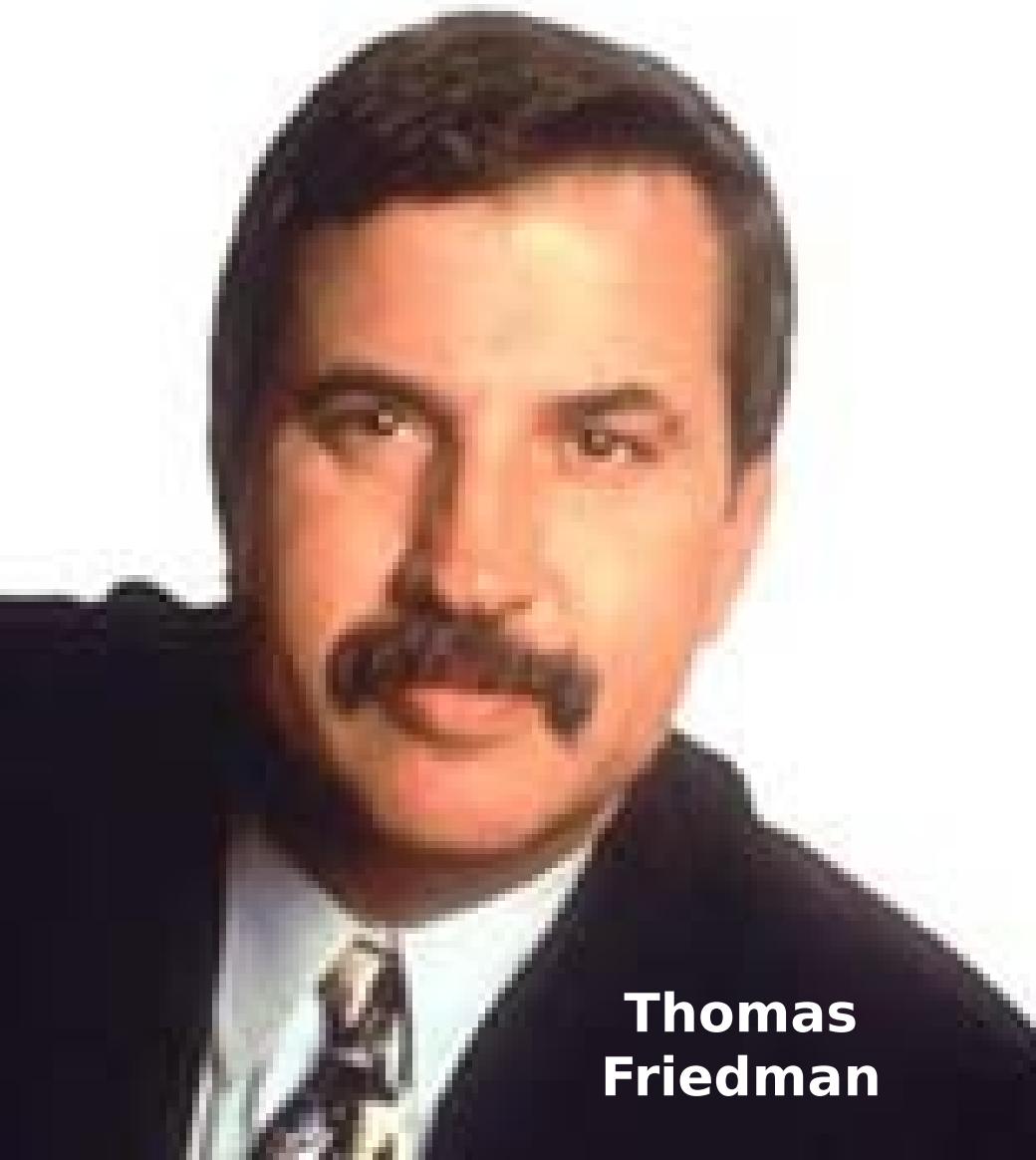
Third Image:
International
System

Second
Image:
Nation-
States

First Image:
Human
Nature



Six-Dimensional Thinking



Thomas
Friedman

- 1. Economics**
- 2. Politics**
- 3. Technology**
- 4. Social**
- 5. Environment**
- 6. Security**

Economic
s

Politics

Technolog
y

Social

Environme
nt

Security



System



State



Individual

Waltz meets
Friedman

One way of filling in the scenario dynamics grid is to have participants write “best” and “worst” case “headlines” they would expect to see in a particular box.

If, for example, the topic was the global war on terrorism -

ECONOMICS	Global Economy Collapses Under Weight of Terrorist Attacks
 SYSTEM	

Alternative Ways to Explore the Future

Alternative Futures Matrix

Consolidated
Laboratories



Joint Focus



New
Relationship



Service Focus

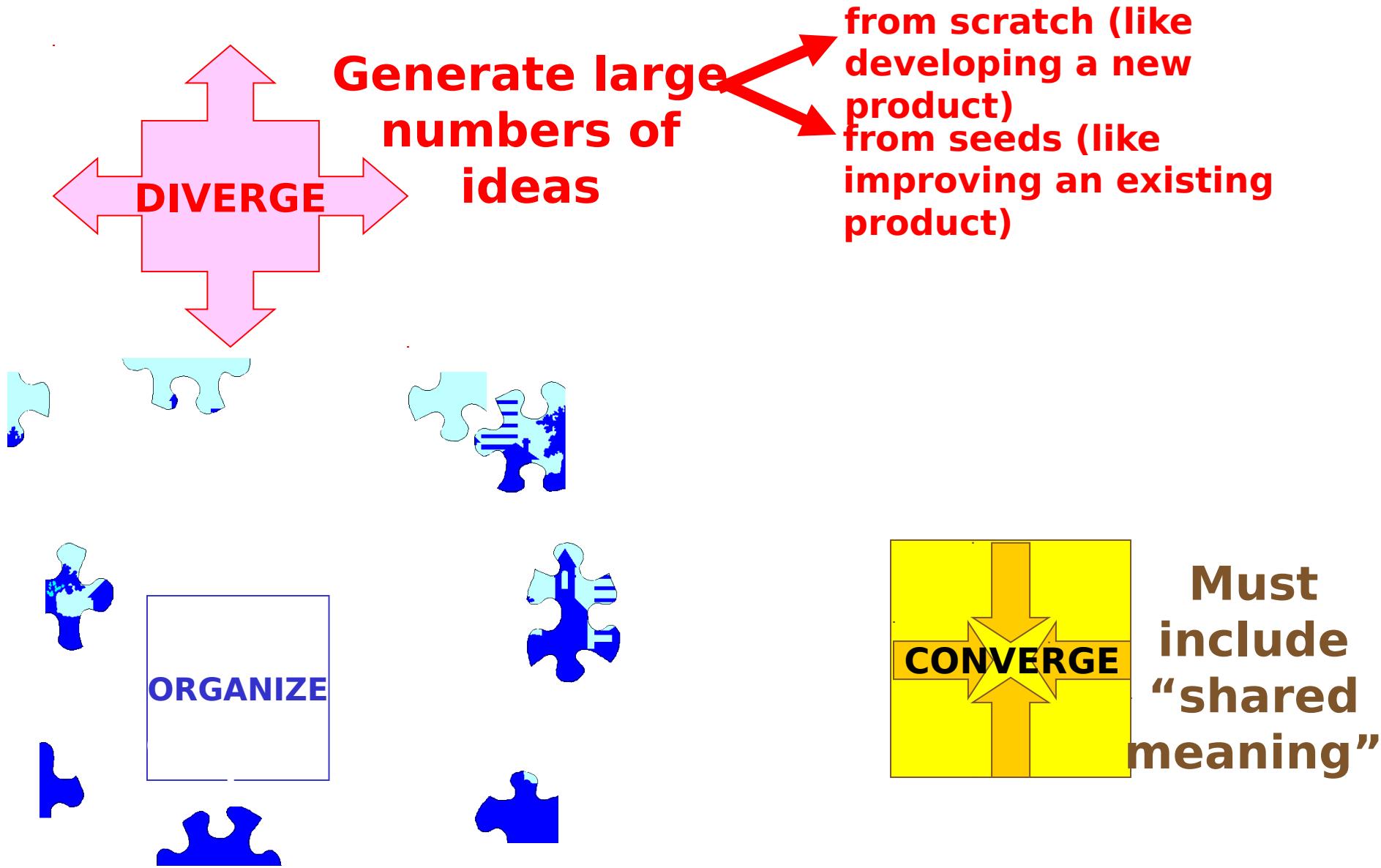
Current
Relationship

SPAWAR

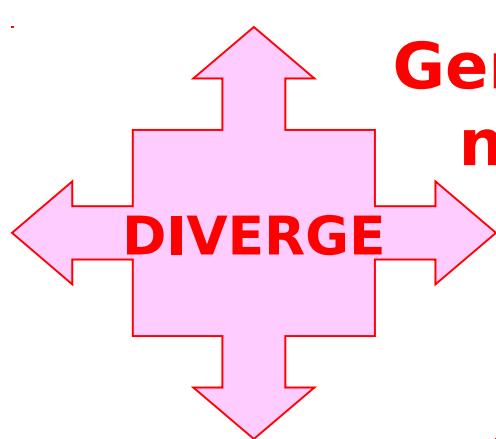
*Status
Quo*

Other Group Activities

Five Group Activities



Five Group Activities



Generate large numbers of ideas

from scratch
from seeds



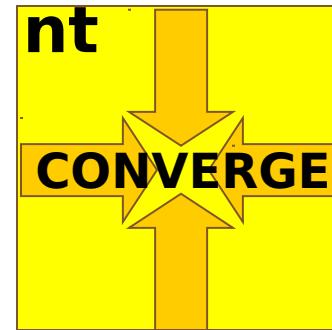
Build consensus through agreement

CONSOLIDATE

Develop relationships & understanding



EVALUATE
Foster understanding & prioritize options

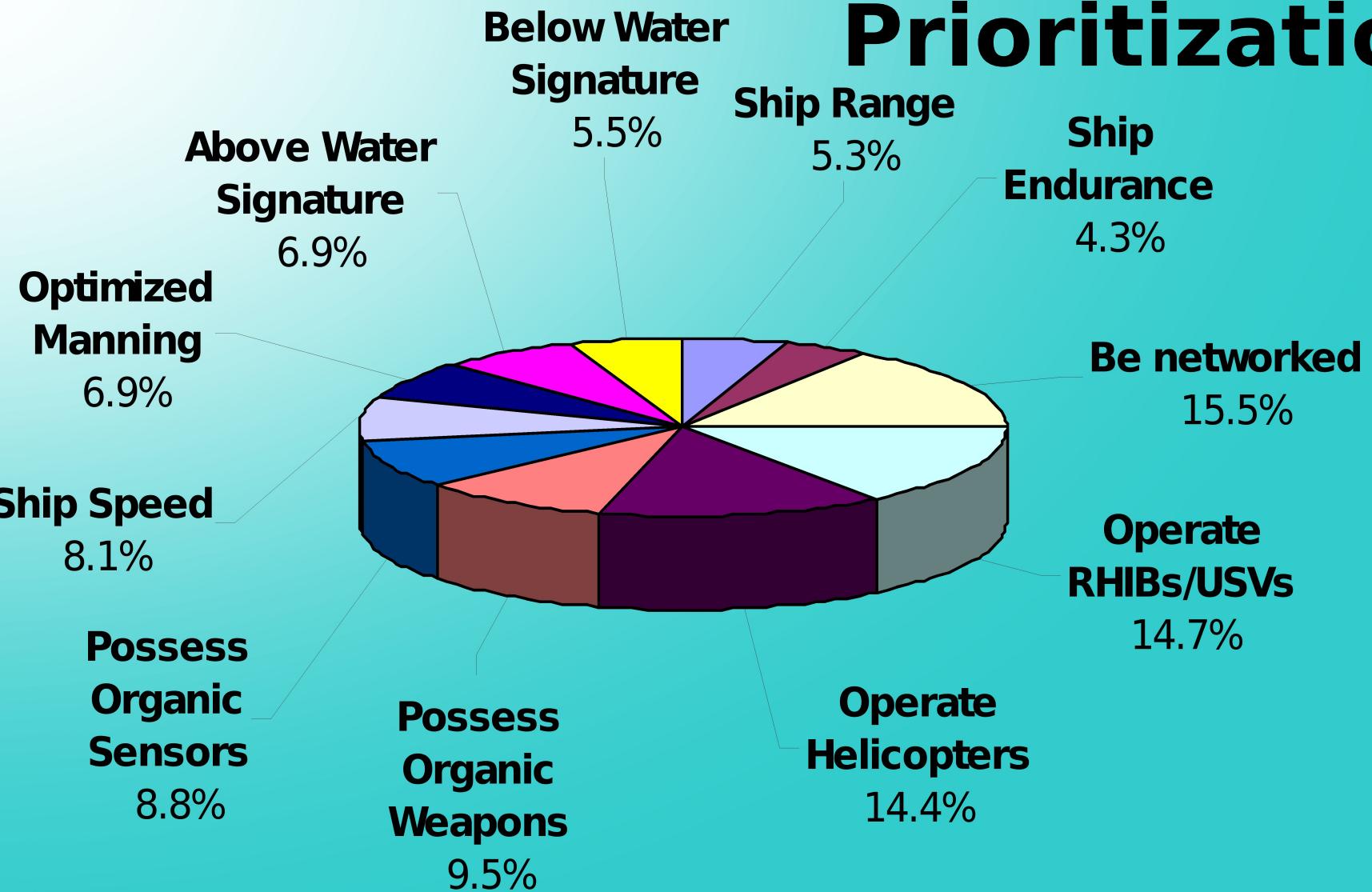


Must include “shared meaning”

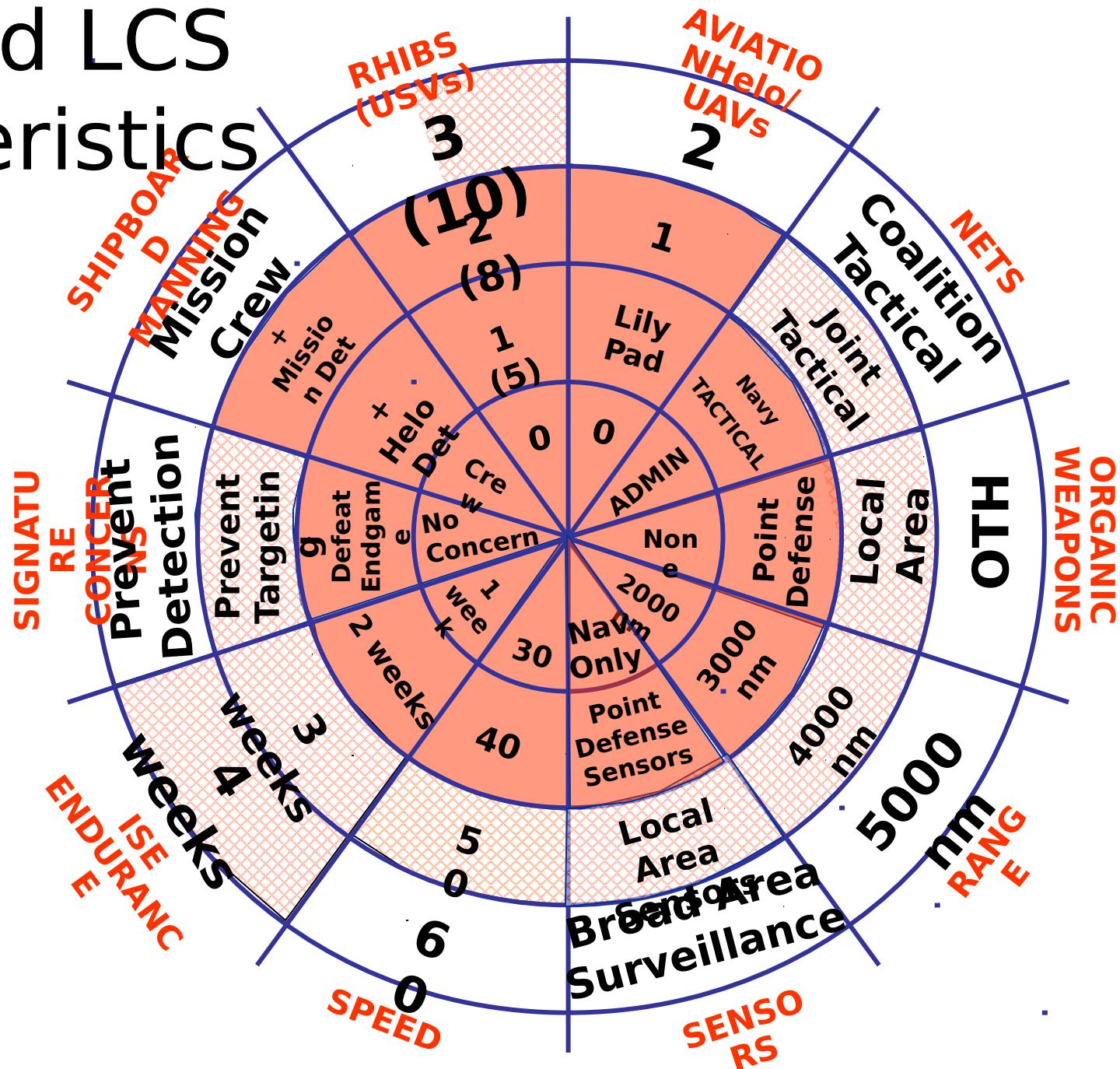
A Few Examples

Consolidation Exercises

LCS Weighted Prioritization

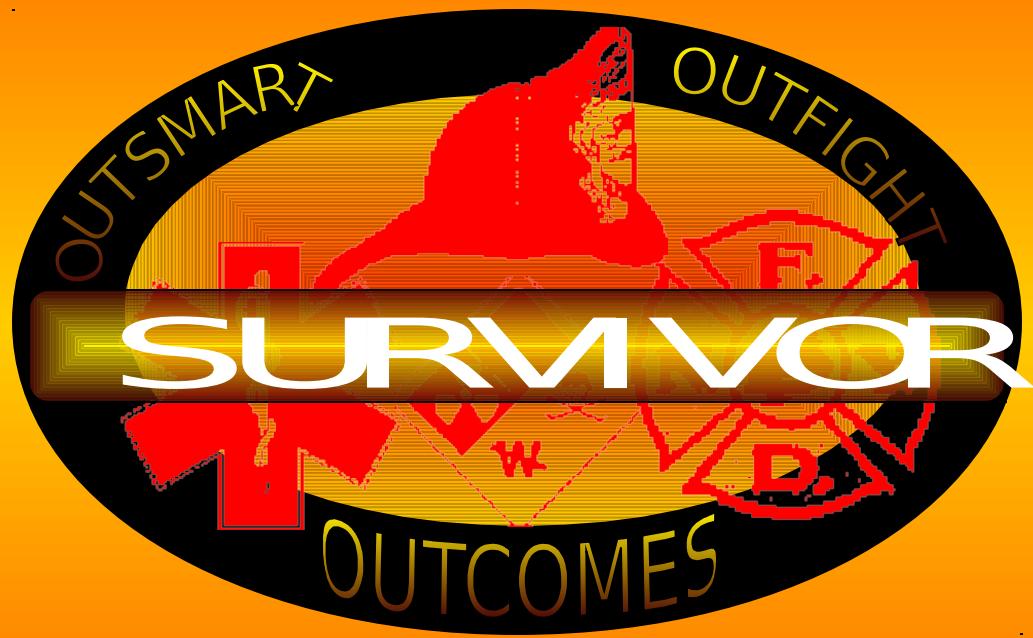


Proposed LCS Characteristics

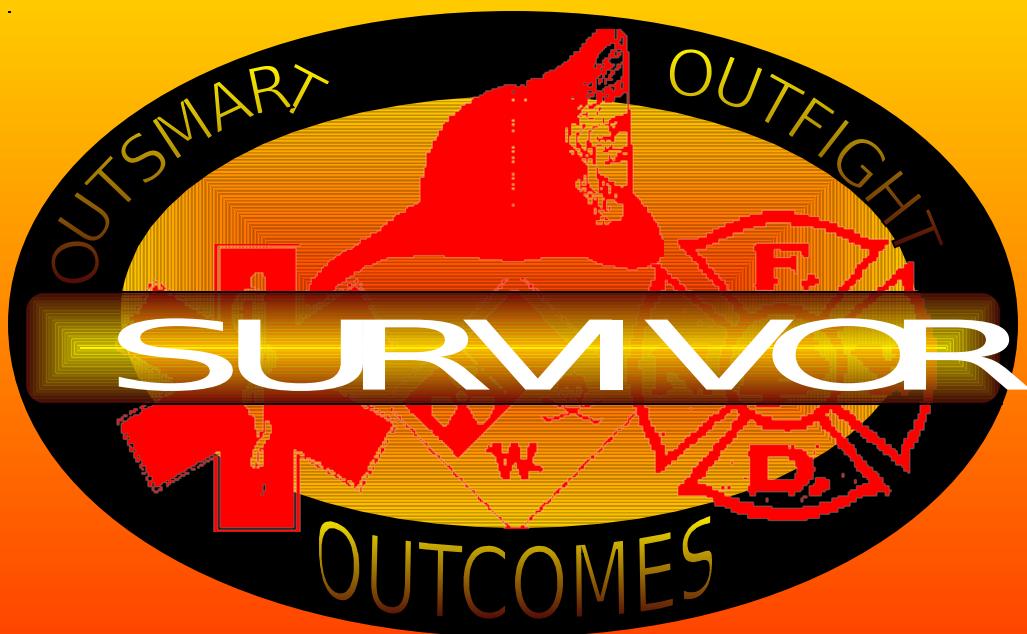


A Few Examples

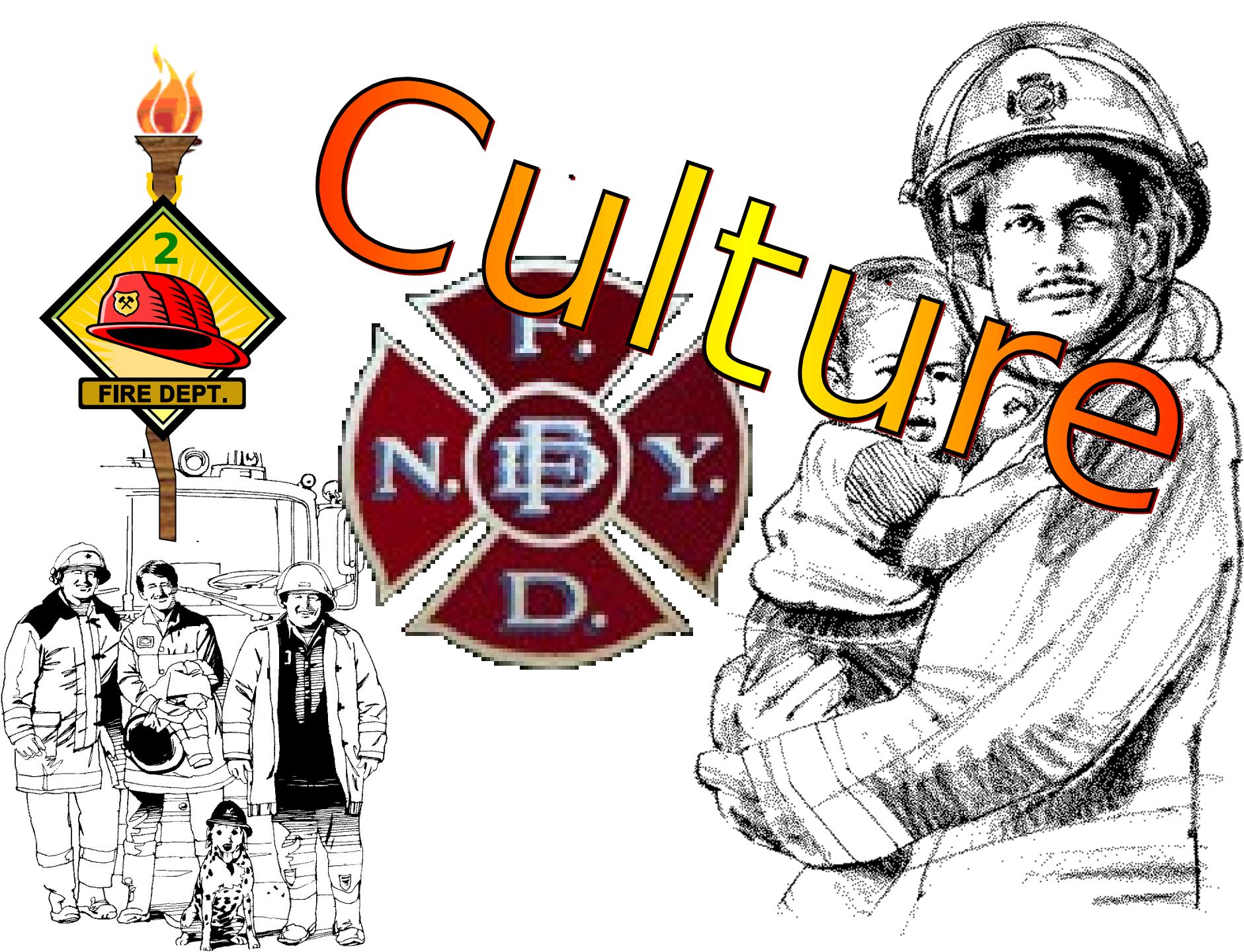
Prioritization Exercises



The Players

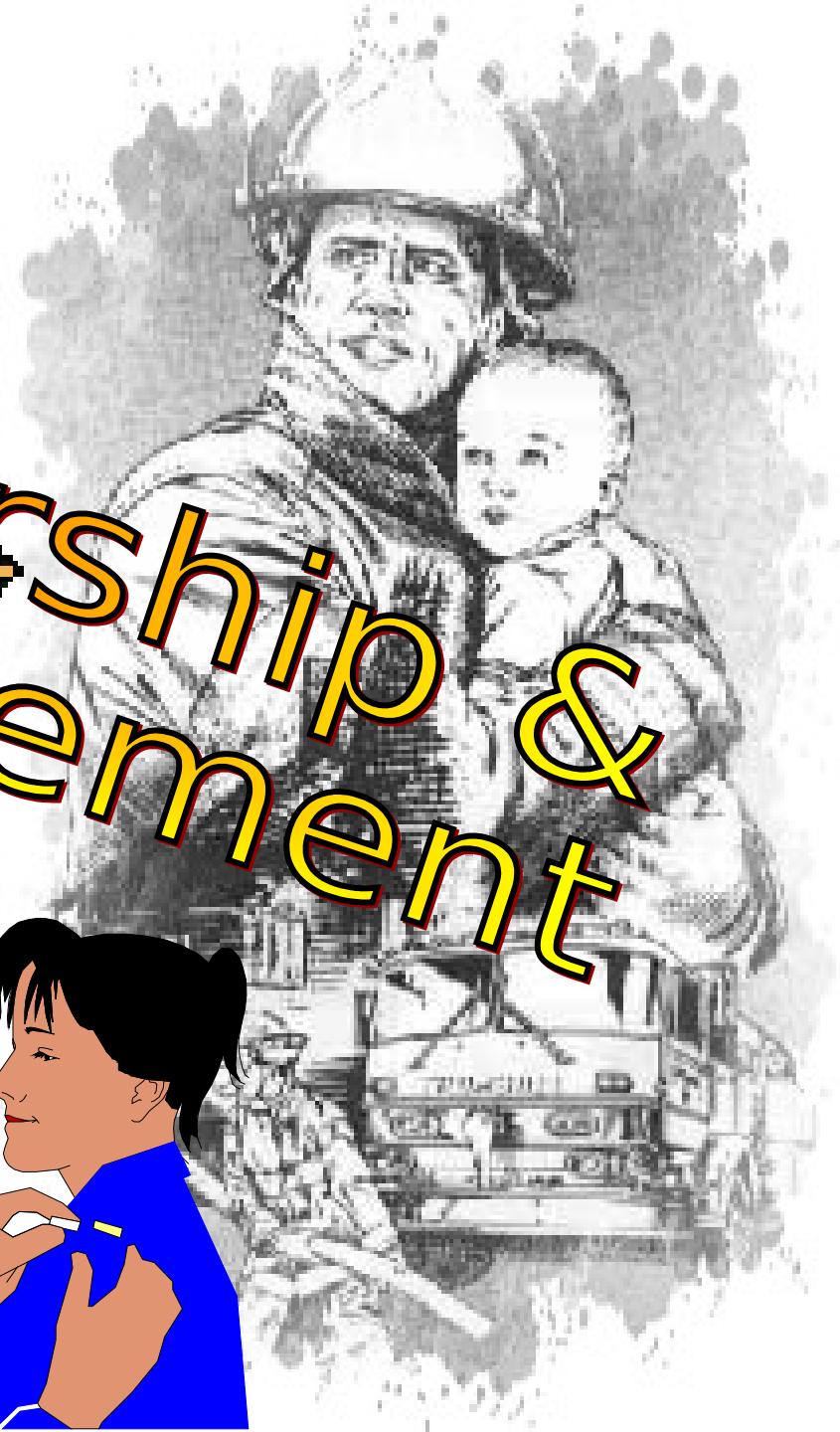


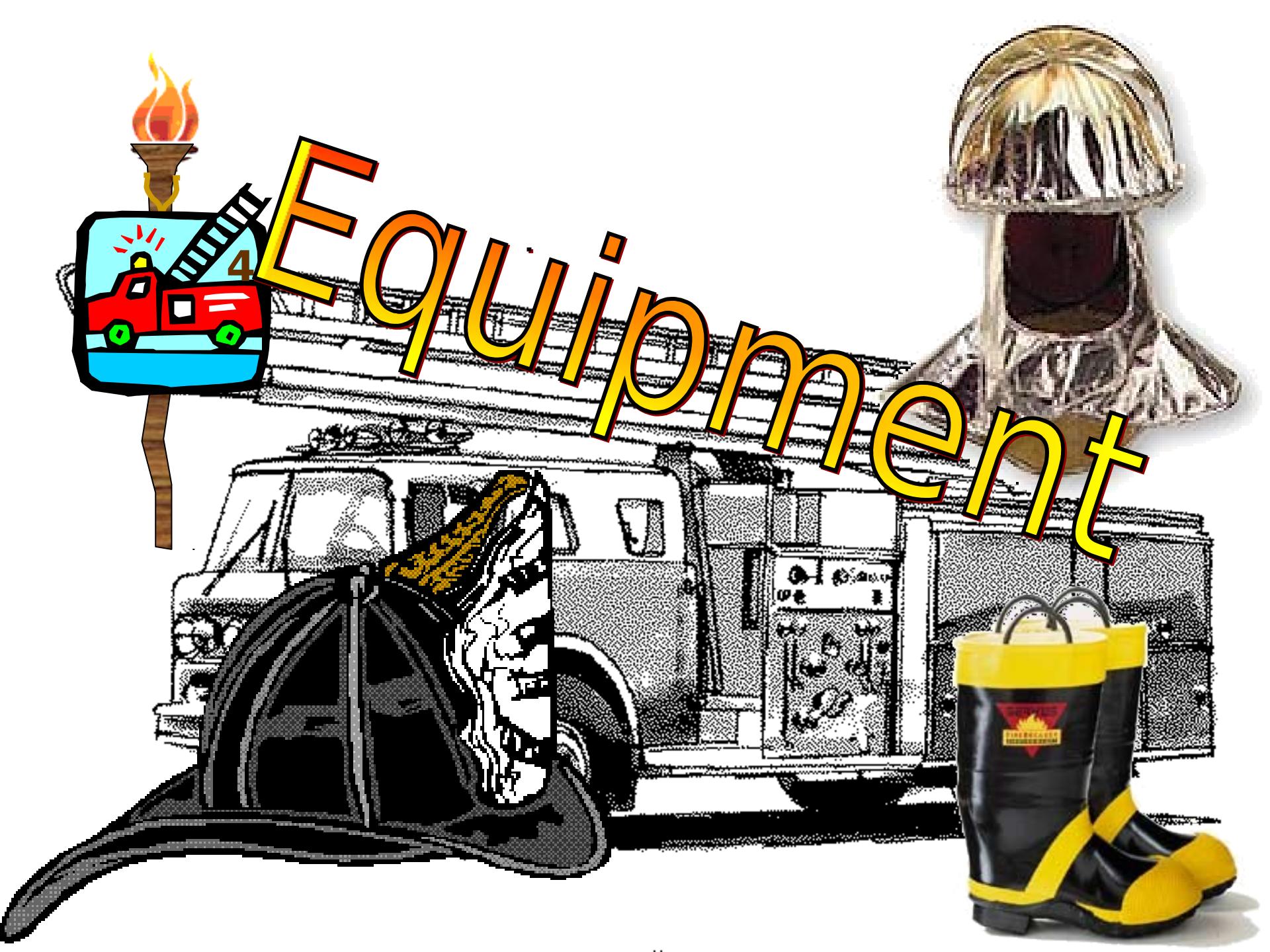






Leadership &
Management



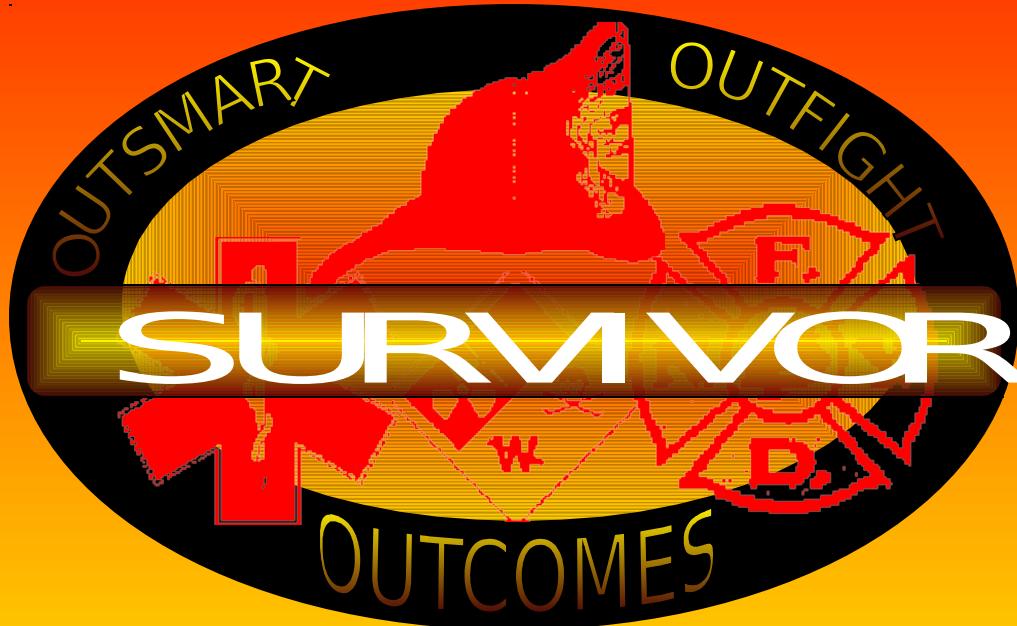


Equipment



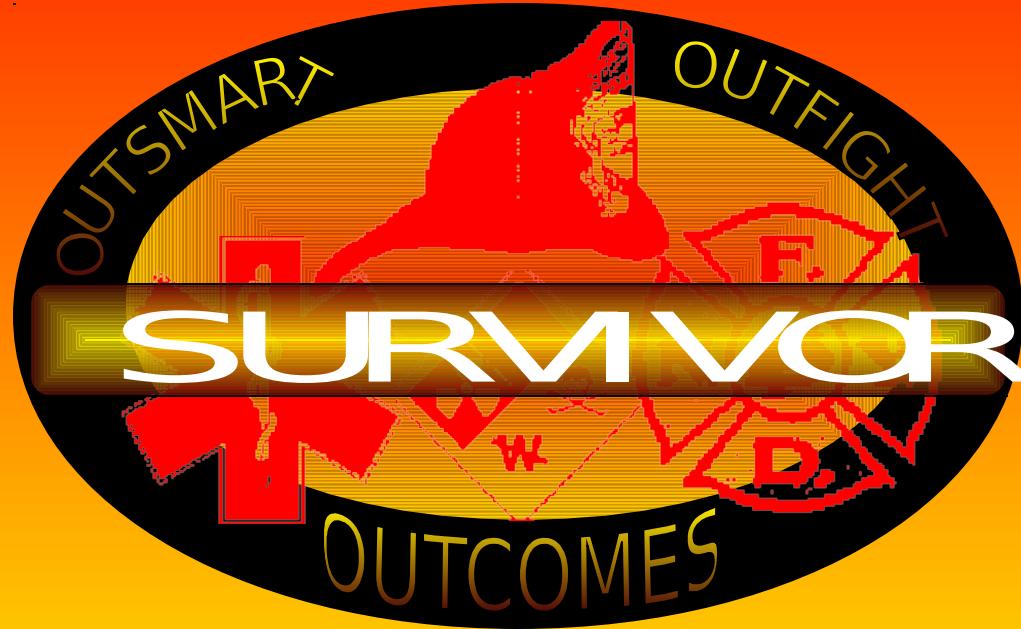
Command
&
Control



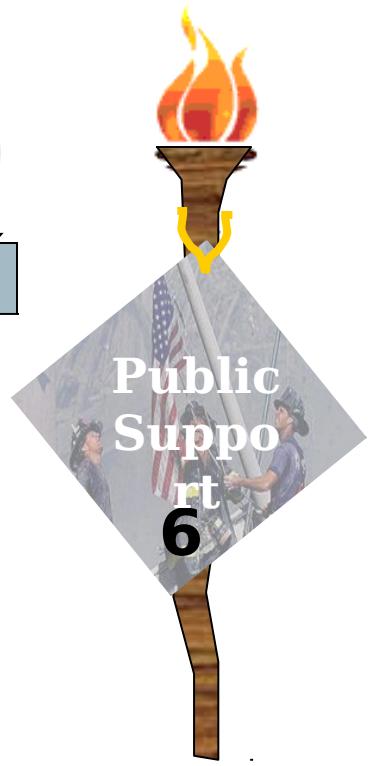
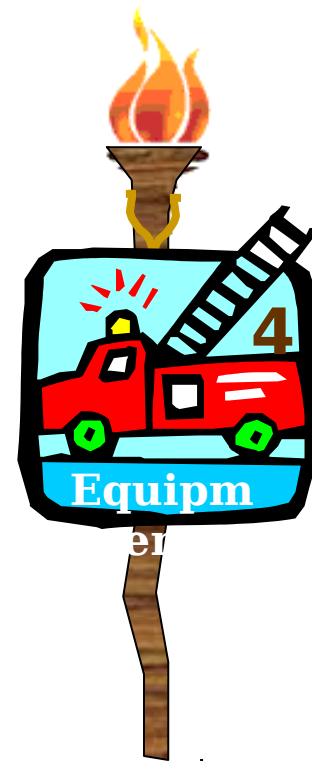


THE CHALLENGES

1. Identifying New Issues
2. EMS Roles
3. Flat Budgets
4. Policies & Doctrine
5. Interagency Cooperation



1. Training/Education
2. Culture
3. Leadership/Management
4. Equipment
5. Command and Control
6. Public Support



A Few Examples

“Elevator” Drill



Michael R. Bloomberg
Mayor



The Mayor

Come on in!





The Mayor

**As they say on
Wall Street,
“Time is
money.”
You’ve got 30
seconds to tell
me about the
CoC Plan.**





The Mayor





Michael R. Bloomberg
Mayor

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Questions